



## **SFY17 IT Strategic Plan**

The Department of Workforce Development (DWD) presents this plan for State Fiscal Year 2017. We are committed to providing the most effective and efficient information technology services that we can for the taxpayers of Wisconsin. The initiatives described in this plan are in alignment with a vision that supports talent development in Wisconsin, and empowers individuals to pursue employment opportunities and, ultimately, achieve independence.




### **Agency Overview**

DWD is the state agency charged with advancing Wisconsin's economy and business climate by empowering and supporting the workforce.

DWD is very key to Governor Walker's initiative to attract and retain companies, and facilitate sustainable employment for the Wisconsin workforce. With about 1,600 employees and an annual operating budget exceeding \$400 million, DWD is committed to building a skilled, motivated, and competitive workforce.

A variety of employment programs and services, many of which are accessible through a statewide network of Job Centers, are available at DWD. The six divisions that comprise DWD include Unemployment Insurance (UI), Employment and Training (DET), Equal Rights (ER), Vocational Rehabilitation (DVR), Worker's Compensation (WC), and Administrative Services (ASD). The Wisconsin Employment Relations Commission (WERC) is administratively attached to DWD.

### **1. Top Five SFY17 IT Goals at DWD**

-  **Workforce Innovation and Opportunity Act (WIOA):** WIOA is a U.S. Department of Labor (DOL) initiative in coordination with the U.S. Departments of Education and Health and Human Services. WIOA is the first legislative reform in 15 years of the public workforce system. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. The enactment of WIOA provides opportunity for reforms to ensure the American Job Center system is job-driven—responding to the needs of employers and preparing workers for jobs that are available now and in the future. We anticipate there could be a variety of IT projects generated affecting multiple DWD Divisions. As projects are identified, they will be evaluated for inclusion in the strategic plan.
-  **UI in the 21st Century (UI21):** The Unemployment Insurance Division (UI) has established a comprehensive planning and organizational framework designed to implement strategic service delivery, process improvement, organizational development and technical modernization initiatives. This framework, known as "UI21", will provide improvements in customer service that stakeholders expect and efficiencies in service delivery as budget constraints demand. The underlying drivers of this effort are to: deliver excellent customer service; run the program well; run the program more efficiently; and be prepared for the future. Significant planning for this effort has been accomplished and execution is anticipated in this fiscal year. As projects are identified, they will be evaluated for inclusion in this strategic plan.
-  **Uninsured Employers Fund (UEF) System Modernization:** The UEF pays worker's compensation benefits on valid worker's compensation claims filed by employees who are injured while working for illegally uninsured Wisconsin employers. When a compensable claim is filed, the UEF pays the injured employee worker's compensation benefits as if the uninsured employer had been insured. The UEF mainframe accounts receivable system was developed in 1992.

Since 1992, the system has expanded to facilitate the filing of collection warrants, levies, assessment of personal liability, certification of tax intercepts and UEF debt referral to the Wisconsin Department of Revenue. Many problems have been identified and fixed within the UEF mainframe system in recent years due to these expansions. These fixes are costly, as the mainframe system has been modified over time to do things it was not originally designed to do and the result has been higher maintenance costs to correct the errors. Modernization of the system and platform are critical to gaining flexibility, maintainability, and robust reporting.

- 🔗 **Infrastructure Optimization.** Now that a significant number of back office IT services have been consolidated to DOA/DET, it is critical to optimize the hardware and software DWD uses to be in line with State Enterprise standards. This effort will include addressing dependencies between DWD and other non-DOA state agencies such as DCF and DHS. The goals of optimization are to increase agility in adoption of new IT services and to decrease overall costs of those back end services both for DWD and the Enterprise.
- 🔗 Now that STAR has been successfully implemented, it is critical that the business units and IT work together to **maximize the efficiencies around STAR**. Those efforts will include, but not be limited to: retiring unneeded legacy applications and/or application functions, optimizing new business processes, and potentially automating some of those time consuming and repetitive processes not supported directly in STAR.

## DWD IT Budget

- 🔗 The estimated SFY17 budget to cover the DWD central IT organization and DOA/DET infrastructure charges is currently \$21 M.

## 2. DWD Projects Exceeding \$1 million (or considered high profile):

1) <b>Project Name:</b> Uninsured Employer Fund System			
2) <b>Project Type:</b> <input type="checkbox"/> New FY17 <input checked="" type="checkbox"/> Ongoing			
3) <b>Project Description:</b> This project replaces a legacy mainframe application that manages cases where an uninsured employer owes payment to the uninsured employer's fund, and where a third party administers payments to claimants from the fund. The new system manages the collection of funds based on Worker's Compensation Act statutes and will integrate with the STAR system for various accounts receivable functions supported in the STAR system.			
4) <b>Project Schedule</b>	Start:3/11/2016	Expected Completion: June, 2017	
5) <b>Application Platform:</b>	<input type="checkbox"/> Mainframe	<input type="checkbox"/> Windows Multi-Tier	<input type="checkbox"/> Client-Server
	<input type="checkbox"/> Web Internet	<input checked="" type="checkbox"/> Web Intranet	<input type="checkbox"/> Physical
	<input type="checkbox"/> Consolidated	<input type="checkbox"/> Co-located	<input checked="" type="checkbox"/> Virtual
6) <b>Application Type:</b>	<input checked="" type="checkbox"/> State Developed	<input type="checkbox"/> SaaS	<input type="checkbox"/> Transfer
	<input type="checkbox"/> COTS	<input type="checkbox"/> Vendor Managed/hosted	<input checked="" type="checkbox"/> Other (specify) _Integrates with STAR ERP System_____
7) <b>Technical Architecture Components:</b> Visual Studio (latest), Active Directory (latest), Oracle (most current)			
8) <b>Estimated Total Project Hours:</b> 12,000		8a.) <b>Estimated Total Project Cost:</b> \$1,000,000	
9) <b>Related Projects and Dependencies:</b> STAR ERP, Accounts Receivable Integration and configuration			
10) <b>Project Sponsorship and Funding (please complete the information below)</b>			
Executive Sponsor: BJ Dernbach		Division: Workers Compensation	
Business Sponsor: Joe Moreth		Division: Workers Compensation	
Senior Project Manager: Howard Orcutt		IT Authority: Dan McCarthy	
Is Full Funding for Project Approved/Secured?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
Funding Source for the Project: <input type="checkbox"/> GPR _____		<input checked="" type="checkbox"/> PR \$1,000,000 <input type="checkbox"/> SEG \$ _____	

<input type="checkbox"/> FED \$ _____
<p>11) Issues that may influence successful execution of the project:</p> <p>Limited time to use additional spending authority</p> <p>Mitigation Strategy: The additional spending authority granted by the legislature ends on 06/30/2017. Therefore, the design and architecture of the solution will focus on using infrastructure, development tools and methods, and services currently available wherever possible.</p> <p>Staff resource availability</p> <p>Mitigation Strategy: This will be mitigated by careful coordination with Workers Compensation management and the project manager to estimate when key staff resources are needed with enough lead time to allow managers to adjust work assignments, other resources, and schedules to free key staff resources to the extent possible.</p> <p>Availability of automated integration points with STAR to support accounts receivable functions</p> <p>Mitigation Strategy: If STAR does not currently support an automated interface for some AR functions, DWD will work with the DOA STAR team to identify the business impact on DWD and request support for automated interfaces where warranted. If the interfaces are not scheduled to be available and tested well before they are needed, DWD will develop alternate methods to accomplish those tasks.</p>

### 3. Potential DWD Projects Expected to Exceed \$1 million (not listed above):



UI in the 21<sup>st</sup> Century (UI21) (see details in section 2 above)

### 4. Potential DWD IT Infrastructure Projects or Expenditures greater than \$100,000:

<b>Potential Project Name:</b> Network Access Control (NAC)
<b>Description:</b> Working with DOA/DET, implement a NAC solution to control access to DWD wired and wireless networks by determining authorized and unauthorized devices/users when attempting to connect. This project is part of DOA/DET's security roadmap. This will likely be a multi-phase implementation with input from other agencies to determine order of NAC implementation and develop policy.
<b>Anticipated Total Cost:</b> \$60,000 in DWD staff time. It is yet to be determined how DOA/DET will bill agencies for this service.
<b>Resourcing:</b> PRS

<b>Potential Project Name:</b> Optimization Program
<b>Description:</b> See notes in (1) above
<b>Anticipated Total Cost:</b> TBD
<b>Resourcing:</b> PRS

**5. Agency's plans to migrate to Office 365:** DWD is actively working with DOA/DET to migrate to Office 365. DWD purchased its licenses in SFY15 with the renewal of our enterprise agreement with Microsoft. DWD plans to migrate BITS staff first in SFY17, and determine the best approach to mitigate issues for the rest of the agency to follow either in late SFY17 or early SFY18.

**6. Agency's plans to participate in Voice over Internet Protocol (VoIP) rollout.** DWD intends to participate in requirements definition in SFY17 with potential rollout in SFY18.

**7. Plans to increase agency IT security posture:** *Response removed for Web publishing purposes.*

8. **Agency Portfolio Assessment:** DWD is continuing to actively manage its application portfolio at the line of business level. Each line of business makes decisions about its IT spending on applications by evaluating the technical condition vs the business value, and identifies upcoming SFY goals with that information in mind. This process has been followed for several years at DWD and is beginning to become routine. This coming SFY we plan to investigate potential investment in a tool to assist us in gathering and reporting this information easily. Finally, with the advent of STAR, DWD has already decommissioned un-needed systems replaced by STAR. However as mentioned in the top five goals in (1) above, additional IT solutions may be required to ensure increased efficiencies around the use of this new platform.